

## Meeting Summary

The following is a summary of issues discussed at the Motor Vehicle Administration (MVA) StateStat Meeting on February 28, 2014. Analysis is provided by StateStat.

### Change in MVA Leadership

- **John Kuo is Stepping Down as MVA Administrator and will be Replaced by Milton Chaffee.** Effective March 1, 2014, John Kuo will no longer be the administrator of the MVA, a position he has held since June 2006. Mr. Kuo will be leaving the MVA to be an Associate Administrator at the U.S. Department of Transportation's Federal Motor Carrier Safety Administration. Milton Chaffee, the former Chief Deputy Administrator at the MVA, will replace Mr. Kuo moving forward. Mr. Chaffee has worked at the MVA for 12 years and will also serve as the Governor's Highway Safety Representative. Prior to joining the MVA, Mr. Chaffee had a successful career in the private sector for 27 years, becoming the Senior Director of Operations at Yum Brands Restaurant Company for the Mid-Atlantic Region. The MVA also reported that Chrissy Nizer was promoted to fill Mr. Chaffee's old position as the Chief Deputy Administrator for the MVA. Prior to joining the agency nearly eight years ago, Ms. Nizer held management positions at the Maryland Public Service Commission, the Maryland General Assembly, and the Office of Homeland Security.

The leadership transition comes at a critical time at the MVA with the ongoing implementation of both the Maryland Highway Safety Act and the agency's Wait Time Reduction Plan. However, Mr. Kuo leaves the agency in capable hands and in good condition. The Governor's FY15 budget allowance for the MVA increased by 3.1 percent from last year to \$195.8 million, and the Department of Legislative Service (DLS) analyst assigned to the agency reported having no issues with the budget as proposed. The StateStat panel thanked Mr. Kuo for his years of service to the State and wished him luck with his new position. He was praised for using technology to increase efficiency at MVA branch offices, as the percentage of alternative service transactions has increased from roughly 26 percent in 2006 to 46 percent last year. Additionally, Administrator Kuo was the 2013 recipient of the American Association of Motor Vehicle Administrators' Lifetime Achievement in Highway Safety.

### Update on Implementing the Maryland Highway Safety Act

- **Nearly 14,000 Undocumented Immigrants Have Gone to Their Scheduled Appointment With the MVA and Successfully Started the Process Towards Getting a Second-Tier License.** The Maryland Highway Safety Act (MHSA) went into effect on January 2<sup>nd</sup>, which allows residents who cannot prove their citizenship to obtain a driver's license marked "Not for Federal Purposes." Applicants for a second-tier license must first receive a two-year tax certification letter from the Comptroller's Office before scheduling an appointment with the MVA. As of February 22<sup>nd</sup>, 18,779 MHSA applicants have set up an appointment at one of the MVA's full-service branches, which represents 71 percent of the 26,525 individuals who have been certified by the Comptroller's Office. Therefore, more than 7,500 people have completed the first step in this process but have not gone on to schedule an appointment with the MVA yet. There are now significantly more "total appointments made" than MHSA applicants, because certain people have had to reschedule after either missing their original appointment or not having proper documentation at the MVA branch. The MVA brought this issue to StateStat's attention earlier this month and now reports the number of "first-time applicants" in addition to "total appointments made" to better track the flow from the Comptroller's Office to the MVA scheduling system.

Beginning this month, the agency started providing StateStat with weekly reports on the number of people who failed to attend their scheduled appointment ("# of no shows") and the number of people who arrived without the proper documentation ("# of rejected"). Overall, out of 19,110 scheduled appointments from January 2 through February 22, 13,931 (72.9 percent) were successfully completed. Roughly nine percent

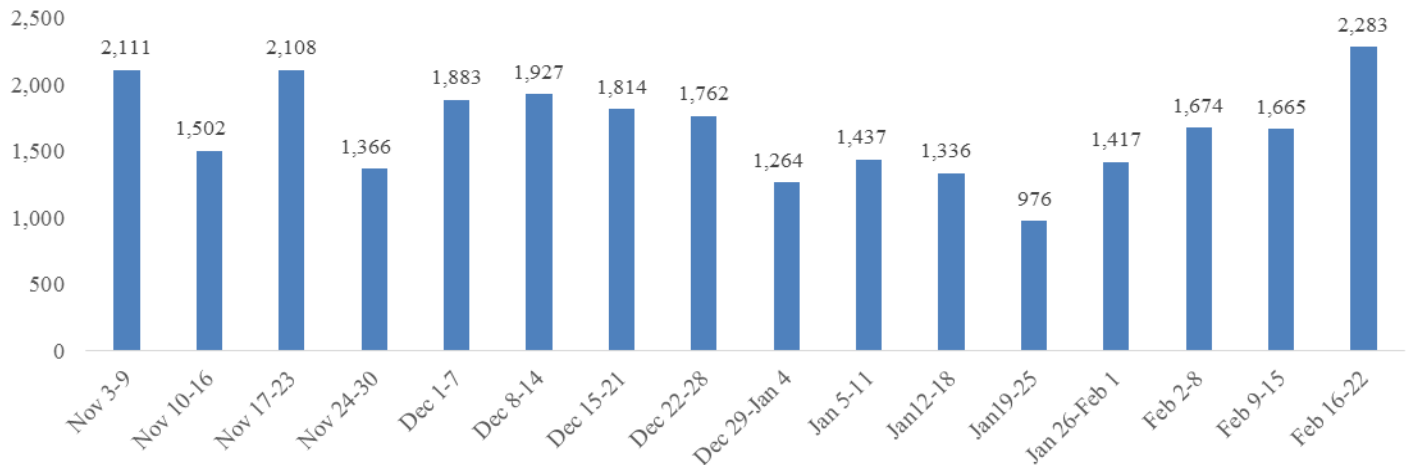
of the applicants are not showing up for their appointment and 18 percent are being turned away for not having all the necessary documents. From the data listed below, it seems MHSA applicants arriving at the Beltsville and Annapolis branches tend to be less prepared than those arriving at other popular branch locations. Both of these offices have a rejection rate of more than 29 percent, which causes frustration for the customer and wastes the time of MVA employees.

The agency reported that because the document review process is the same for all MHSA applicants, it did not have an answer for why the Beltsville and Annapolis locations had significantly higher rejection percentages than other branches. Administrator Kuo said the primary reason people are being turned away is because they are under the impression they can use tax returns to satisfy the residency requirement, which is not true. The MVA stated the Online Document Guide clearly outlines what applicants are required to bring, and it will continue to work with Casa de Maryland on messaging the necessary documents. The agency will also further investigate why the rejection rates are so much higher in Beltsville and Annapolis.

Overview of MHSA Scheduling Process for the Eight Branches With Over 1,000 Scheduled Appointments (Jan 2-Feb 22)					
MVA Branch	# of Scheduled Appts	# of No Shows	# of Rejected	# of Processed	Avg Wait Time
<b>Beltsville</b>	2,574	286 (11.1%)	752 (29.2%)	1,536 (59.7%)	12:25
<b>Gaithersburg</b>	2,510	210 (8.4%)	204 (8.1%)	2,096 (83.5%)	15:24
<b>Glen Burnie</b>	2,474	260 (10.5%)	190 (7.7%)	2,024 (81.8%)	10:07
<b>Largo</b>	2,103	240 (11.4%)	341 (16.2%)	1,522 (72.4%)	13:24
<b>Annapolis</b>	1,427	100 (7.0%)	420 (29.4%)	907 (63.7%)	12:28
<b>Frederick</b>	1,187	78 (6.6%)	110 (9.3%)	999 (84.2%)	8:33
<b>White Oak</b>	1,048	81 (7.7%)	162 (15.5%)	805 (76.8%)	4:48
<b>Baltimore City</b>	1,012	115 (11.4%)	230 (22.7%)	667 (65.9%)	9:09
<b>All MVA Branches</b>	<b>19,110</b>	<b>1,749 (9.2%)</b>	<b>3,430 (17.9%)</b>	<b>13,931 (72.9%)</b>	<b>10:36</b>

- There Were More Comptroller Approvals Last Week for MHSA Appointments Than Any Previous Week So Far.** Early results show that new tax filers in February have resulted in a resurgence of activity for MHSA customers, as there were more approvals from the Comptroller's Office last week (February 16-22) than any previous week since the process started in early November. Last month, the agency indicated that it reduced the number of available MHSA appointments after January 10<sup>th</sup> from 890 to 754. The number of available appointments was reduced in every branch, with the largest decreases taking place in Beltsville, Gaithersburg, and Glen Burnie (all went from 82 to 65 per day). The MVA reported that over 14,000 appointments were scheduled prior to the law taking effect on January 2<sup>nd</sup>. The initial number of available time slots were determined based on expected demand and staffing levels, but demand has been less than originally expected. Because the agency has been working through the initial bottleneck of appointments, it elected to strategically eliminate appointment times during peak hours to reduce the impact of the MHSA on overall wait times. A reduction in appointments was also made because customer agents now have to serve repeat customers who failed the learner's test. Customers may also have several options if they are in a rush to get their driver's license, because 12 of the 19 MVA branch locations currently have same-day appointments available. Finally, the agency reported last month that it has heard from several advocacy organizations that applicants have been very pleased so far with the application process and the wait times for an appointment. For these reasons, the ultimate decision to reduce the number of appointments in MVA branch locations makes sense, but StateStat suggested the agency consider adding more available appointments at the White Oak branch. The next available appointment at that location is April 14<sup>th</sup>, which is significantly later than any other MVA office. The MVA stated that it would revisit its strategy and look at each branch again to determine the best number of available appointments to provide moving forward.

**Number of Comptroller Approvals for MHSA Appointments, Nov 3-Feb 22**



**Number of Daily MHSA Appointments Available at Each Branch and the First Available Appointment Date**

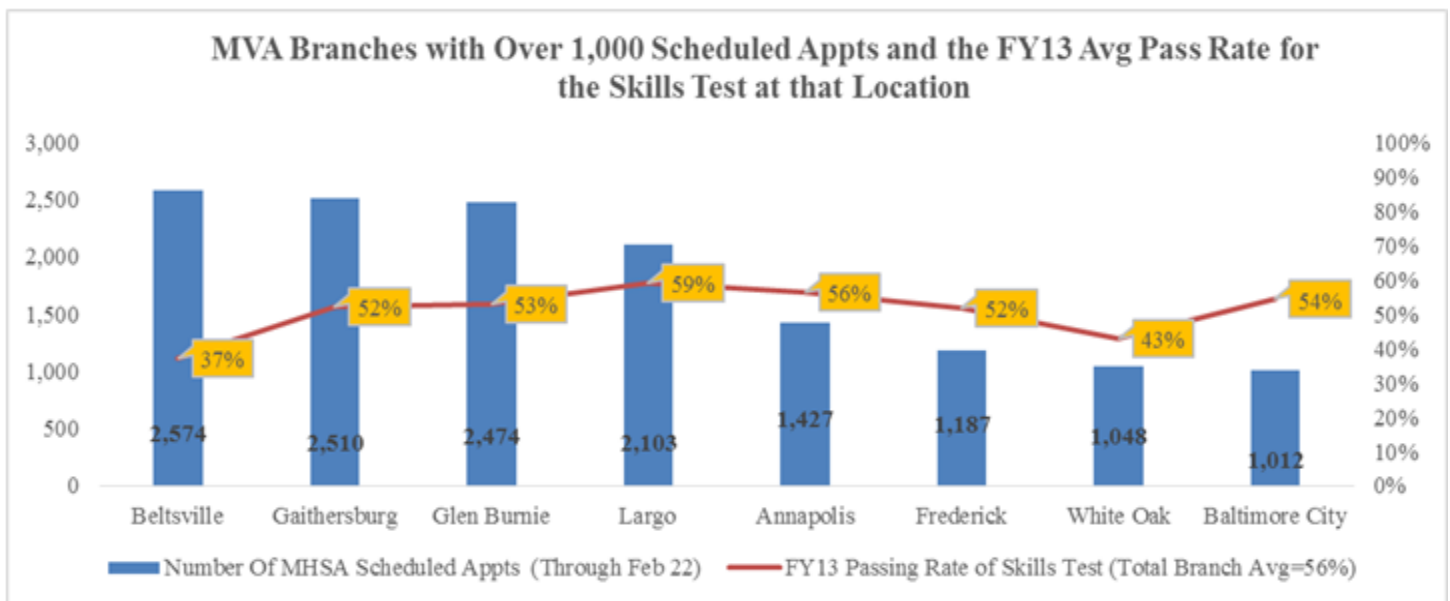
MVA Full Service Branches Taking MHSA Appts	# of Appointments Made (Nov 3-Feb 22)*	Original # of Daily Appointments Available	Revised # of Daily Appointments (After January 10)	First Available Appointment as of Jan 23
1). Beltsville	3,957	82	65	March 21st
2). Gaithersburg	3,753	82	65	March 19th
3). Largo	3,372	66	49	March 27th
4). Glen Burnie	3,194	82	65	March 6th
5). White Oak	2,144	33	30	April 14th
6). Annapolis	1,617	50	46	Same Day
7). Frederick	1,361	50	46	Same Day
8). Essex	1,250	33	30	March 6th
9). Baltimore City	1,136	66	49	Same Day
10). Waldorf	984	50	46	Same Day
11). Walnut Hill	771	16	14	March 19th
13). Bel Air	598	66	49	Same Day
12). Salisbury	543	50	46	Same Day
14). Easton	421	16	14	Same Day
15). Westminster	400	33	30	Same Day
16). Hagerstown	321	33	30	Same Day
17). Elkton	230	33	30	Same Day
18). Loveville	103	16	14	Same Day
19). Cumberland	10	33	30	Same Day
<b>Total</b>	<b>26,165</b>	<b>890</b>	<b>754</b>	<b>N/A</b>

\* Includes multiple appointments made by a customer.

- The MVA Reports that Only 27 Percent of MHSA Applicants are Passing the Learner's Test.** During the previous meeting, the MVA indicated that one of the biggest challenges so far in implementing the MHSA has been the number of repeat customers it has had to serve after they have failed the learner's test. The agency reported in its follow-up that 27 percent of MHSA applicants pass the first time they take the test and only 28 percent pass the second time (the statewide pass rate was 43.5 percent in FY13). This problem was causing significant delays on Saturdays at many of the MVA branches, because people frequently choose to take the written test on the weekend. Therefore, the agency instituted a new policy effective on February 1<sup>st</sup> that only drivers taking the learner's test for the first time could take the exam on Saturday. The agency stated that since instituting this policy, the law room backlog is no longer a pressing issue. In order to improve passing rates, Administrator Kuo said the MVA will be translating the MVA's Online Driver Test Tutorial into Spanish by the middle of March and will be making the Practice Driving

Test mobile application available in Spanish by April 2014. In addition, the MVA will continue to work with Casa de Maryland to help convey the importance of studying the Driver's Manual to immigrant populations.

StateStat expressed concern that MHSAs applicants might not be adequately prepared to pass the driving test if they are passing the written test at such a low percentage. The panel was worried that adding thousands of new drivers to the system who repeatedly failed the driving test could create long wait periods at MVA branches. However, the agency reported that MHSAs applicants are actually passing the driver's test nearly 80 percent of the time, which is significantly higher than the pass rate for the whole state (56 percent). People can sign-up for the test at any full-service branch in Maryland and wait times vary. In general though, the agency indicated that wait times average less than 30 days. The agency did not anticipate large delays to take the skills test as a result of the MHSAs, but the MVA agreed to include the next available appointment to take the driver's test at each location as part of its Weekly MHSAs Report to StateStat.



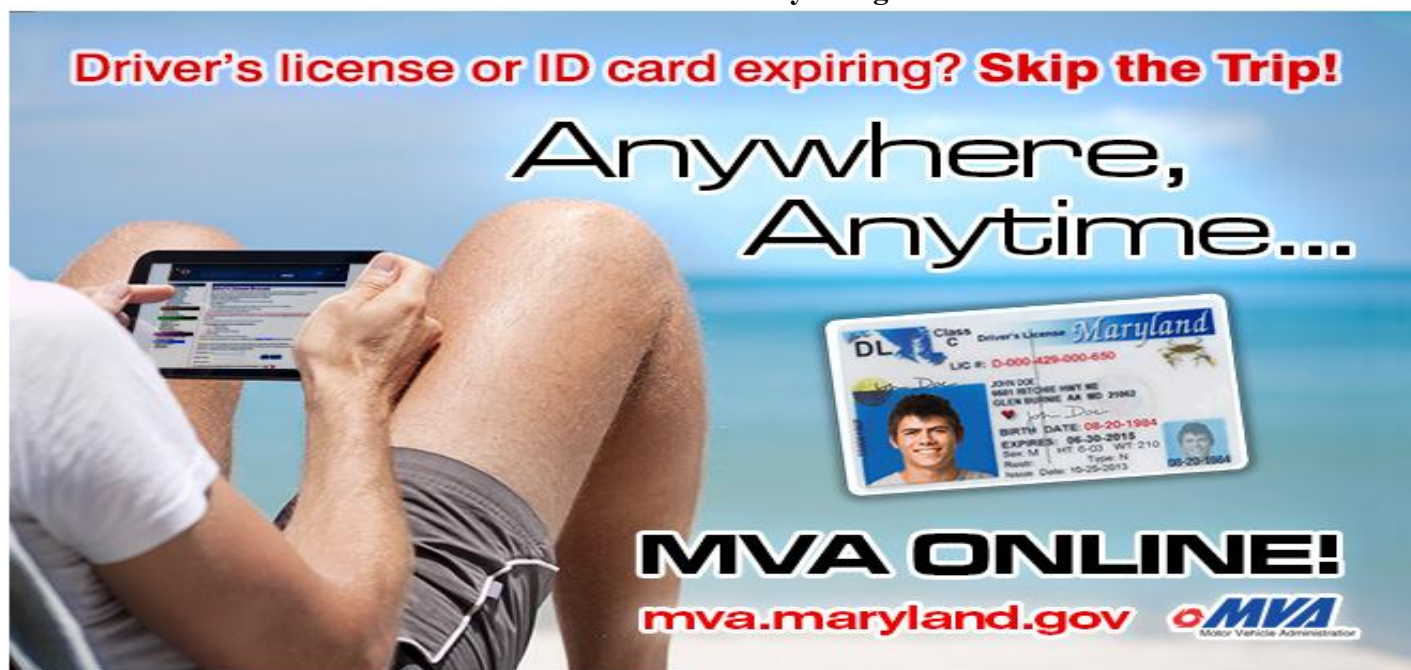
### News and Follow-Up Items

- The MVA Began its Extensive Marketing Campaign this Week to Encourage People to “Skip the Trip” and Avoid MVA Branch Offices.** The MVA has made great strides in recent years to increase the number of transactions conducted through alternative sources, but it has had trouble convincing customers to renew their driver's license outside of a MVA branch office. Despite the fact that people under the age of 40 have been able to renew their license online since July 2012 and people over the age of 40 have been able to renew online since March 2013, the MVA template shows that only 14.0 percent of renewals were conducted through alternative sources in December. The most effective way to reduce wait times is to decrease the number of customers waiting in line, which is why part of the Wait Time Reduction Plan is to aggressively market the fact that most MVA transactions can be completed outside a branch office. On February 26<sup>th</sup>, the agency officially kicked off this campaign using the slogan “Skip the Trip! *Anywhere, Anytime...MVA Online!*” The campaign will include advertisements on the radio (including Pandora), television, and even at movie theaters throughout Maryland. The agency is also making the *Anywhere, Anytime* campaign [the focus of its website](#), which is something StateStat has repeatedly requested. Additionally, when customers call the MVA information line they will first hear a recording of the new slogan. StateStat commended the MVA for taking a giant step forward in promoting the alternative services it provides. The MVA will also begin requiring people under the age of 40 to renew their driver's license online, through the mail, or at a MVA kiosk machine beginning on April 1, 2014. Licenses will be mailed to the home address listed on file within 4-6 days, and expedited overnight service can be provided for an

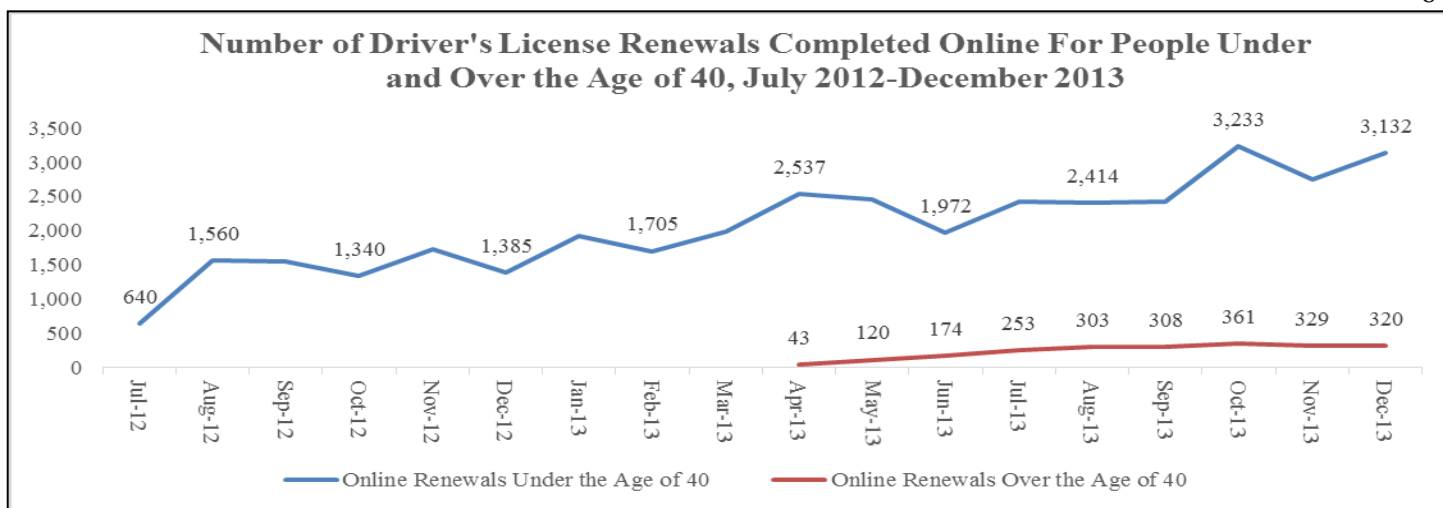
additional \$15 fee. The MVA informed April renewal customers under the age of 40 in January through email and letters that renewals must be completed through alternative services. This upcoming change could have the largest impact in reducing wait times out of all the changes made through the Wait Time Reduction Plan. The MVA indicated that it also plans to further update its website in the beginning of April to make it easier to conduct transactions online.

People over the age of 40 have been able to renew their driver's license online since April 2013 if their doctor submits a recent eye test (within one year) to the MVA. At the beginning of this year, more than 400 vision providers have agreed to be a part of the program, but the agency has only received between 303-361 online renewals from this age group over the past five reporting months. The MVA spent a lot of time and effort in promoting this initiative last year, so StateStat asked the agency why this program has not taken off yet. Ms. Nizer said the agency will send out reminder postcards to vision providers in the next month or two reminding them of the service, but overall the agency is relatively pleased with the number of online tests it has received so far. She said similar programs in other states have taken much longer to get the numbers the MVA currently has, and a recent survey to vision providers indicated the program is running smoothly. Administrator Kuo believes the number of online renewals for people over 40 will likely not increase significantly until the agency moves to central issuance for all driver's licenses next year, meaning everyone will receive their license through the mail. He said when people can no longer go to the MVA and leave with their renewed license on the same day, it is more likely customers will take advantage of the online option.

#### Front Banner of the MVA's Newly Designed Website





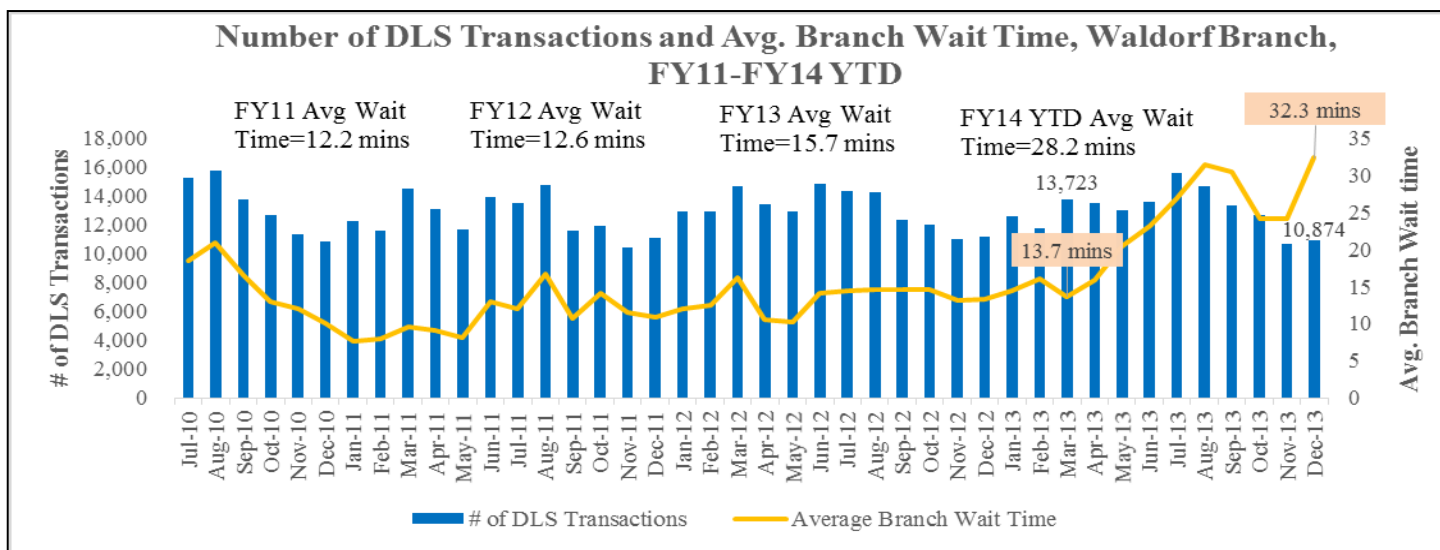
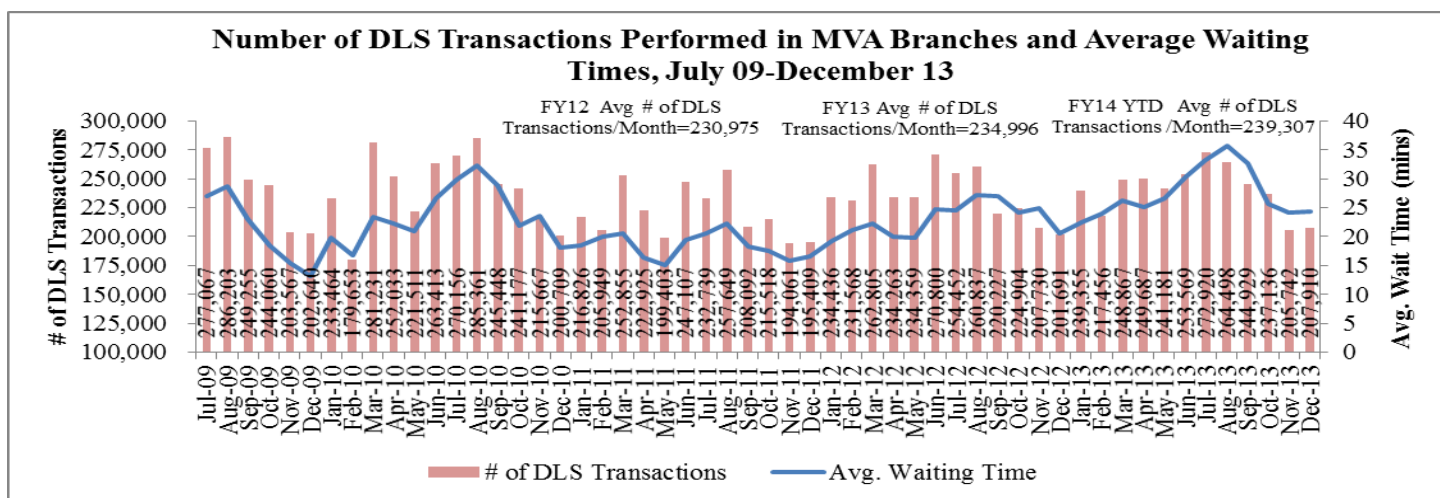


- In April, the MVA Expects to Begin Sending Emails to People in Danger of Having Their Driver's License Suspended.** StateStat has repeatedly encouraged the MVA to use its roughly 1.8 million email addresses to notify individuals about potential suspensions to their driver's license. The majority of MVA suspension letters are sent through regular posted mail, and there is no further action taken by the agency to inform drivers once their license has actually been suspended. Several accounts have shown that people sometimes do not receive their suspension warnings due to changes of address or potentially misplaced letters. Providing adequate communication about when a person's license is suspended is critical, because driving on a suspended license could potentially cost a driver a fine of up to \$1,000, a year in jail, and 12 points on a driving record. The agency reported in November that roughly 187,000 people currently have their driver's license suspended with the largest category (48 percent) being caused by people failing to pay fines or appear for court after a traffic violation. The MVA indicated that it has successfully developed a system to send suspension email notices to people without violating the customer's privacy rights. The MVA will email these individuals a link to the MVA's website where the customer will then be required to enter personal information before learning about the details of the suspension. The agency will be sending email notices beginning sometime in April 2014 for impending suspensions related to the following categories of suspension: Child Support, Failure to Appear, Failure to Pay, Failure to Comply, and Outstanding Arrest Warrants.

### **Branch Wait Times**

- Average Branch Wait Times Remained Below 25 Minutes for the Second Consecutive Month in December.** In December, the average wait time at MVA branches was 24.3 minutes, which is a 32 percent decline over the past five months. Average wait times significantly dropped from August to December, primarily because the total number of driver's license services (DLS) transactions decreased from roughly 267,000 in August to 208,000 in December. Wait times are very seasonal---they spike in the summer months and quickly fall in the winter. Despite the improving numbers in recent months, the Waldorf Location recorded its highest wait time average on record in December (32.3 minutes). Wait times at this branch location have sharply increased in recent years from an average of 15.7 minutes in FY13 to 28.2 minutes halfway through FY14. The agency could not explain why wait times have gone up so much at this location, and it agreed to further investigate what is happening there. The Director of Field Operations said he knows the credit card machines were not working properly in Waldorf for one day in January, but that does not solely explain the large uptick.

The MVA's overall success in reducing wait times across the State will not be determined for several more months. In addition to the 54 employees that have already started working to help implement the MHSA, the agency will also add 48 additional customer service agents in the coming months as part of the FY14 Wait Time Reduction Plan. These employees will be spread out among the eight branches that had an average wait time of over 25 minutes last year. The most recent update from the MVA shows that 40 of the 48 employees have

[illegible]

Motor Vehicle Administration Wait Time Reduction Plan - Workstation Balancing											
Data as of February 20, 2014	Number of Counters	Construction		Counter Modifications		Electrical/Network Installation		DLS Hardware Installation		Completion	
		Estimated	Actual	Estimated	Actual	Estimated	Actual	Estimated	Actual	Estimated	Actual
Field Operations Work Station Balancing											
Baltimore City	3	N/A		Complete		Complete		20-Dec-13	18-Dec-13 (Complete)	20-Dec-13	18-Dec-13 (Complete)
White Oak	4	N/A		Complete		Complete		20-Dec-13	19-Dec-13 (Complete)	20-Dec-13	19-Dec-13 (Complete)
Annapolis	3	12-Feb-14		15-Feb-14	15-Feb-14 (Complete)	28-Feb-14		28-Feb-14 *		28-Feb-14 *	
Beltsville	4	1-Feb-14		5-Feb-14	5-Feb-14 (Complete)	27-Feb-14		28-Feb-14 *		28-Feb-14 *	
Gaithersburg	4	19-Jan-14	19-Jan-14 (Complete)	23-Jan-14	23-Jan-14 (Complete)	14-Feb-14	14-Feb-14 (Complete)	21-Feb-14 *		21-Feb-14 *	18-Feb-14 (Complete)
Largo	6		23-Dec-13 (Complete)	30-Dec-13	2-Jan-14 (Complete)	24-Jan-14	21-Jan-14 (Complete)	31-Jan-14	29-Jan-14 *	31-Jan-14	29-Jan-14 *

a. 35 new PCs arrived the week of 2/3/14.

b. Cameras installed in three workstations.

## Driver Safety

- The Number of People in the Interlock Ignition Program has Increased by 37 Percent Since FY10.**

Nearly one-third of traffic fatalities in Maryland last year occurred in alcohol or drug impaired crashes. The MSP and the MVA began a multi-year partnership in May 2013 to target drunk drivers called the State Police Impaired Driving Reduction Effort (SPIDRE). This project commits several million dollars for the formation of a full-time, fully dedicated enforcement team that deploys to certain targeted areas, and the program has been very successful so far---accounting for more than 1,650 traffic stops and 400 DUI arrests. Another critical tool used in Maryland to reduce the number of drunk drivers on the road is the Interlock Ignition Program (IIP). Individuals in this program have an ignition interlock device attached to their vehicle that requires the driver to submit a breath sample into the device before driving. The vehicle will not start if the blood alcohol concentration (BAC) is above a pre-set limit. Under current Maryland law, ignition interlocks are required for all repeat drunk drivers and first time offenders with a BAC of .15 percent or greater. Courts also have the discretion to mandate the program for anyone convicted of drunk driving. According to a [2008 report from the Maryland Task Force to Combat Driving Under the Influence of Drugs and Alcohol](#), the use of ignition interlocks can reduce drunk driving repeat offense by 60 to 95 percent. Roughly 11,100 people have been in Maryland's IPP throughout FY14, which is a 37 percent increase since FY10 and an 18 percent increase since FY12. The MVA stated that it is pleased with the continued support of this program, and it will continue to educate administrative judges about the effectiveness of the IPP in an effort to increase discretionary referrals.

